

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 8 OF THE CAMPUS COUNCIL

December 3, 2014

Professor William A. Gough, Chair
Mr. Mark Krembil, Vice-Chair
Professor Bruce Kidd, Interim Vice-
President and Principal
Mr. Preet Banerjee
Mr. Harvey Botting
Mr. Asher Chohan
Mr. Ommer Chohan
Professor Suzanne Erb
Ms Kathy Fellowes
Mr. Mark Frimpong
Ms Sue Graham-Nutter
Mr. John Kapageridis
Dr. Elaine Khoo
Ms Marilyn Kwan
Ms Nancy Lee
Ms Permjit (Pam) Mann
Mr. Hussain Masoom
Mr. George Quan Fun

Ms Susan Murray
Dr. Christopher Ollson
Mr. David Shim
Professor Andre Simpson
Ms Elaine Thompson
Mr. Andrew Arifuzzaman, Chief
Administrative Officer
Professor Rick Halpern, Dean and Vice-
Principal (Academic)

Secretariat:

Mr. Lee Hamilton
Ms Amorell Saunders N'Daw
Ms Rena Parsan

Regrets:

Dr. Brian Harrington
Mr. Moataz S. Mohamed

In attendance:

Ms Lynn Tucker, Associate Chair, Curriculum, Department of Arts, Culture & Media
Mr. Stanley Chan, Student Presenter, Department of Arts, Culture & Media
Ms Denais Peluch, Student Presenter, Department of Arts, Culture & Media
Ms Liza Arnason, Director, Student Life
Ms Jennifer Bramer, Director, Academic Advising and Career Centre
Ms Helen Morissette, Director, Financial Services
Ms Michelle Verbrugge, Director, Student Housing & Residence Life

1. Chair's Remarks

The Chair welcomed members and guests to the meeting and introduced the members participating in

the meeting by teleconference and videoconference. He reported that the Committee to Review the UTM and UTSC Campus Councils (CRCC) had completed its work, and that the final report would be presented to the Governing Council at its December 11th meeting, and to the UTSC Campus Council and its Standing Committees in subsequent meetings. He concluded his remarks by highlighting business items that the Campus Council would be considering in the New Year, which included the following: 2015-16 Ancillary Operating Plans, Highland Hall capital project, parking structure capital project, a new student residence capital project, and appointments to the Campus Council and its Standing Committees.

2. Report of the Interim Vice-President & Principal

The Chair invited Professor Bruce Kidd, Interim Vice-President & Principal to present his report. Professor Kidd introduced Ms Lynn Tucker, Associate Chair, Curriculum, in the Department of Arts, Culture & Media (ACM) to provide the Council with an overview of Arts and Culture at UTSC.

a. Student Presentation: Arts & Culture at UTSC

Ms Tucker's presentation focused on ARTSIDEOUT and the Arts, Culture and Media AMC Student Association (ARTSA). She invited Ms Denais Peluch and Mr. Stanley Chan to provide a brief overview of each initiative. Ms Peluch reported that ARTSIDEOUT began as a trial event in 2008 to showcase what one could expect to see in AMC on a regular basis. She said that ARTSIDEOUT was an event that many alumni and community residents participated in. The challenges reported were mainly related to resources in terms of student and faculty volunteers needed to help make the event successful, and insufficient financial support. Mr. Chan reported that ARTSA was the official Department Student Association (DSA) within AMC that aimed to promote the creative and artistic vision of students. He remarked that ARTSA was trying to connect with alumni graduates from the Department, including organizing networking events. Collaborative initiatives with the Arts Management Student Association (AMSA) were also underway.

In response to a question from a member, Ms Tucker reported that the next large concert performance from AMC would take place in March 2015.

A member commented on exploring the option of recruiting alumni volunteers to assist with ARTSIDEOUT, and Ms Tucker reported that alumni members may not always be well-suited to assist with ARTSIDEOUT due to the heavy internal logistics and planning.

A member raised a question concerning space on campus for AMC, and Professor Kidd reported that there was insufficient space on campus, in general, and that given the community need facilities for the performing arts were being considered in the planning for future capital expansion. Such facilities would serve both the campus and nearby community.

The Chair thanked Ms Tucker, Ms Peluch and Mr. Chan for their presentation. He also expressed appreciation to the guests from AMC who provided the Council with beautiful musical arrangements prior to the Meeting.

Returning to his report, Professor Kidd addressed how UTSC had already been working to accomplish President Meric Gertler's three Presidential priorities that were the focus of the President's installation address in November 2013. Professor Kidd's highlight included the following:

- *Leverage our urban location more fully, for the mutual benefit of university and city.*

Professor Kidd remarked that many courses taught at UTSC were specific to the Scarborough experience, and that many faculty were deeply engaged with local urban issues in the Scarborough community

- *Strengthen and deepen key international partnerships: well-defined strategic focus.*

Professor Kidd reported that seventeen percent of students enrolled at UTSC were international students and that the Office of the Dean and Vice-Principal (Academic) was working on projects in Asia to strengthen existing relationships and establish new ones.

- *Re-imagine and re-invent undergraduate education.*

Professor Kidd commented on the emphasis UTSC placed on experiential learning in the form of co-op placements, and research opportunities at local organizations.

Lastly, Professor Kidd commented on the success of the UTSC 50th Anniversary events and the positive impact it had on increasing the profile of UTSC in Scarborough and the Greater Toronto Area (GTA). He concluded his report by announcing the winners of the UTSC 50th Anniversary Legacy Fund, which included the following programs, services and physical additions to UTSC: Urquhart Memorial Pollinator Initiative, Interpretive Walk in the UTSC Ravine Lands, Entrepreneur Expo, Revive the UTSC telescope, UTSC International Health Film, Studies and Expo, UTSC50 Lab Coats, Rock Wall and The Scarborough Oral History Project

A member raised a question regarding the number of International Teaching Staff at UTSC, and Professor Rick Halpern, Dean and Vice-Principal (Academic) reported that over the past four to five years, thirty Teaching Staff searches had been completed and that two thirds had resulted in international hires.

A member inquired as to how Campus Council Members could help tell the UTSC story and Professor Kidd remarked that members should use every occasion to tell other individuals about the wonderful things happening at UTSC.

3. UTSC Proposed Operating Budget: Themes and Priorities

The Chair introduced and invited Mr. Andrew Arifuzzaman, Chief Administrative Officer, to present the UTSC Proposed Operating Budget: Themes and Priorities to the Committee for information and feedback. Mr. Arifuzzaman requested that the Chair recognize Professor Halpern who would be presenting with him. The presentation highlights were as follows:

- **Academic Initiatives:**

Information regarding the interface with other Divisions and undergraduate/graduate initiatives were highlighted. Prof. Halpern provided information on Combined Programs, jointly run graduate programs with other professional and graduate only university divisions, and interdivisional teaching. New and proposed undergraduate and graduate programs were also mentioned (e.g., Masters in Behavioural Science and Management Research, Major in Journalism and Minor in Urban Public Policy and Governance).

- **Growth: Operational and Financial Context**

- a. *System and Regional Factors*

The Ontario undergraduate full-time demand scenario projection showed a trend of growth leading into 2030. Between the years 2013-2036, the Greater Toronto Area (GTA) would have close to 50,000 individuals between the ages of 18-20 years old. The eastern part of the GTA was of particular interest to UTSC for the purpose of recruitment. Strategies on getting students to UTSC remained a top priority (i.e., transportation).

- b. *UTSC Investment and Growth*

Over the next two decades, enrollment at UTSC was expected to reach nearly 17,000 students. Building up the physical environment, academic programming, and human resources infrastructure would be key areas of focus.

- c. *Stabilizing Factors*

Ongoing planning, forecasting and analysis had led to improvements in entrance averages, student to faculty ratios, and the percentage of gross academic budget supported by the University Fund at UTSC. Looking ahead, continued work would still be required to address needs for student, faculty and research space on campus.

- d. *Growth to Date*

Campus growth would have a significant impact on the current budget. Ninety-six percent of all revenues were generated from tuition fees and government grants. It was reported that contingency funds could be allocated

when variances in enrollment targets occurred.

e. Financial Risk Mitigation

Deferral of expenses and unallocated resources could help mitigate some financial risk. There would also be opportunities to explore new ways of generating revenue.

The Chair invited Ms Sue Graham-Nutter, Chair of the UTSC Campus Affairs Committee, to provide highlights from the discussion that took place at the November 11th UTSC Campus Affairs Committee meeting.

A member asked for enrollment figures regarding the number of college students who transferred to UTSC, and Professor Halpern reported that the numbers were modest and that college transfer students did not strongly affect enrollment targets.

A member asked what recruitment strategies were in place to attract potential students to UTSC given the unique program offerings. Professor Halpern explained that the general strategy was to rely on the current catchment area (e.g. Scarborough, Durham region and to some extent York region). In addition, he reported that the new Viewbook (i.e. a resource guide that contained information regarding programs, student life and admissions) would incorporate the “pathways” branding and marketing tools to underscore that UTSC was the campus that offered a variety of unique programs and courses.

In response to a question from a member regarding interdivisional teaching, Professor Halpern reported that to qualify to teach interdivisional courses, teaching staff must be permanent tenure stream, and that class sizes could not exceed fifty-nine students or a cost sharing mechanism would need to be established between the two divisions.

A member commented on the large number of stops the 198 Toronto Transit Commission (TTC) bus made before arriving at the Kennedy Station in Scarborough, and Mr. Arifuzzaman reported that he would investigate whether reducing the number of stops was an option.

A member asked whether there was sufficient support and resources for new international students enrolled at UTSC, and Mr. Desmond Pouyat, Dean of Student Affairs, explained that in addition to the well-established English Language Development program there was orientation and counselling programs offered to new international students to help them adjust to UTSC and Canadian culture.

In response to a question from a member regarding the different categories of Teaching Staff at UTSC, Professor Halpern reported that when the campus’ infrastructure and space challenges were adequately addressed the approach to hiring permanent full-time tenure stream and teaching staff would be revisited.

The Chair thanked Mr. Arifuzzaman and Professor Halpern for their presentation to the Council.

CONSENT AGENDA

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and the item requiring approval (item 4) be approved.

4. Report of the Previous Meeting: Report Number 7 – Wednesday, October 15, 2014

5. Business Arising from the Minutes of the Previous Meeting

6. Reports for Information

- a) **Report Number 7 of the Agenda Committee** (Tuesday, September 30, 2014)
- b) **Report Number 7 of the Academic Affairs Committee** (Tuesday, September 9, 2014)
- c) **Report Number 7 of the Campus Affairs Committee** (Tuesday, September 16, 2014)

7. Date of the Next Meeting – Wednesday, February 4, 2015, 4:00 p.m.

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, February 4, 2015 at 4:00 p.m.

8. Other Business

The Chair reported that a call for nominations would be made on Tuesday, January 6, 2015 for Administrative Staff, Teaching Staff and Student positions on the UTSC Campus Council or one of its Standing Committees for the 2015-16 governance year. He noted that a call for applications for Community Members would take place early in the Spring.

9. Question Period

There were no questions.

The meeting adjourned at 6:10 p.m.

Secretary

Chair